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# Using Former Military Installations as Correctional Facilities

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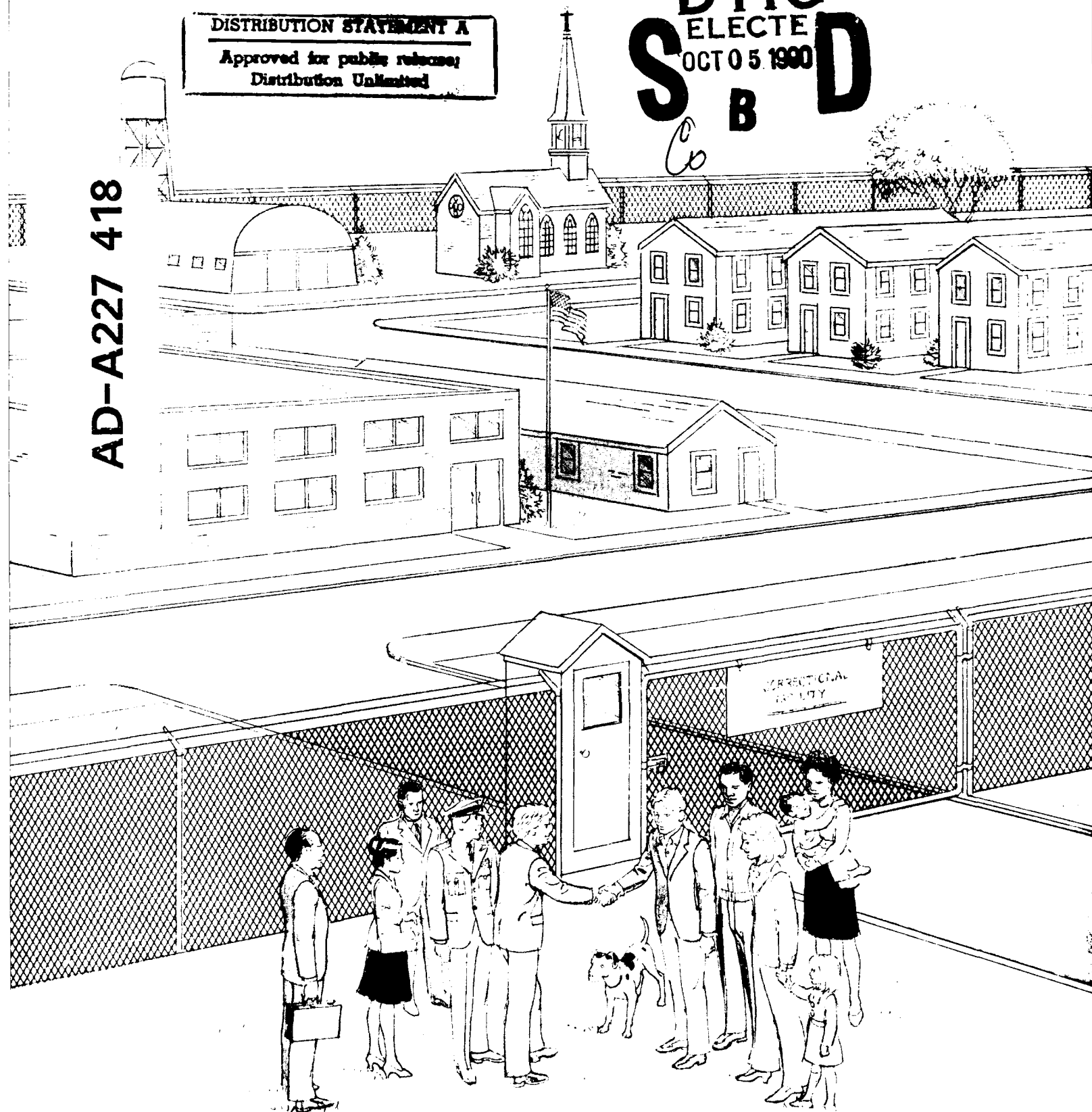
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President's Economic Adjustment Committee

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# **Using Former Military Installations as Correctional Facilities**



**President's Economic Adjustment Committee  
Office of Economic Adjustment  
Office of the Secretary of Defense**

**Community Guidance Manual XIII  
March 1990**



THE OFFICE OF THE ASSISTANT SECRETARY OF DEFENSE

WASHINGTON, D.C. 20301-4000

FORCE MANAGEMENT  
AND PERSONNEL

March 1990

Community Officials and Leaders:

The Office of Economic Adjustment (OEA), Office of the Secretary of Defense, assists communities affected by closures and realignments and brings coordinated Federal assistance to them. OEA also serves as staff for the President's Economic Adjustment Committee (EAC), composed of 18 Federal departments and agencies.

In October 1988 Congress passed the Base Realignment and Closure Act. The Act called for a commission to study which military installations could be realigned and closed. On December 29, 1988 the Secretary of Defense announced the realignment and closure of 86 military installations. Congress later approved them. By September 1995 these bases will be made available for reuse by Federal, State and local governments, and the private sector.

In addition to the EAC, two Federal groups have been created to help address reuse and use of the closed and underused military installations and facilities--the Commission on Alternative Utilization of Military Facilities and the Department of Defense Bureau of Prison Assistance Council.

This community guidance manual is one of a series developed by OEA to assist Defense impacted communities in their reuse planning. Adapting military installations to correctional facilities is but one of many reuse options. Because there is a nationwide shortage of correctional facilities OEA, on behalf of the EAC, has produced this report to heighten consciousness to this use. It was prepared in cooperation with the Bureau of Prisons and Bureau of Justice Assistance of the U.S. Department of Justice.

A handwritten signature in cursive script, reading "Robert M. Rauner", is positioned above the printed name.

Robert M. Rauner  
Director

Office of Economic Adjustment

## ACKNOWLEDGMENTS

This community guidance manual was prepared by Pamela A. Doyle, Office of Economic Adjustment. Staff members, Wallace B. Bishop, Jr. and Earl S. Godfrey, wrote certain sections and gave technical assistance. Larry C. Long, U.S. Department of Justice (Bureau of Prisons) coordinated this manual within his agency. We are also grateful to the 19 wardens and superintendents who furnished the case studies.

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# INTRODUCTION

This manual summarizes the ways in which Federal, State, and local governments have acquired 14 former military properties and reused them as 19 separate and distinct correctional facilities. It reviews the job- and income-generating effects of these facilities compared with equivalent effects when the bases were open. It also presents broad estimates of norms for correctional facilities work forces, payrolls, contracted services and other expenditures; and, it retraces ways in which community perspectives were addressed. Specifically, it tells how communities have transformed former military installations into correctional facilities; describes the process of acquiring the property; presents former facilities that have been converted; analyzes the costs and benefits; presents the community organizations; and describes how communities reacted to correctional uses.

Although a rising demand for correctional facilities is a sad commentary on society's failures, until better solutions can be found more institutions are an absolute social necessity. This manual attempts to inform the public about closed military base alternatives in satisfying the need for more correctional institutions.

Since 1965 a number of former military installations have been adapted to correctional uses. They range from minimum security correctional facilities to detention facilities, corrections related vocational training schools, and medium security institutions. These Defense property conversions have provided correctional and other facilities at costs considerably less than alternative construction methods--new construction and renovation of existing facilities. Furthermore, because these uses replaced previous military activities, local attitudes toward a governmental "industry" in their community were generally more positive than the ones typical for locating a new corrections facility.

"Using Former Military Installations As Correctional Facilities" is another in a series of community guidance manuals published by the Office of Economic Adjustment. As with others, it informs citizens and officials at all levels of government about this reuse option. It is intended to help communities make stronger, more effective, and balanced reuse decisions for former military properties.

# ACQUISITION

When a military installation is closed the surrounding community normally forms an organization to oversee the reuse process. Under the guidance of OEA, this organization creates and implements a balanced reuse plan that embodies the use of the installation's surplus property. Anyone seeking to use former military facilities, in whole or in part, as correctional facilities should notify the local reuse organization. For a Federal correctional facility use the reuse plan requires the endorsement of the Bureau of Justice Assistance (BJA), U.S. Department of Justice.

There are four basic ways facilities for correctional uses can be obtained:

- ☐ the Federal Bureau of Prisons may have excess Federal property transferred to its control; with the approval of the Office of Management and Budget it may be at no cost;
- ☐ any State or local government, under the Federal surplus real property transfer program, may obtain facilities at no cost;
- ☐ any level of government may purchase property at market value; and,
- ☐ most levels of government, if necessary, may exercise the right of eminent domain and acquire property through condemnation.

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*...because these uses replaced previous military activities, community attitudes toward a governmental "industry" were generally more positive than the ones typical for locating a new corrections facility.*

---

State and local governments are eligible to participate in the Federal surplus real property transfer program. (Appendix A) Since 1984 the Administrator of General Services has been able to convey, at no cost, surplus real property to State and local governments and territories for the care or rehabilitation of criminal offenders.

BJA administers its program. Applications for surplus real property are evaluated for correctional purposes using the following criteria:



- ☐ the property is required for correctional facility use;
- ☐ the correctional programs or projects for the care or rehabilitation of criminal offenders are in accordance with national or State correctional standards or other authority which may be approved by BJA;
- ☐ the use of the property for the care or rehabilitation of criminal offenders is not likely to endanger the well-being of the public;
- ☐ the applicant is, by law or other formal authority, authorized to enter into contracts with the Federal Government for the conveyance of real property; and,
- ☐ the correctional use of the property will ease strains on the capacity of existing facilities.

In part spurred by Public Law 100-526, the 1988 Base Realignment and Closure Act (Appendix B), two Federal groups have also engaged the issue of correctional facilities and some other social problems facing our country. The following two actions have been taken:

1. The President issued Executive Order 12682 (July 7, 1989) which established the Commission on Alternative Utilization of Military Facilities and specified that the Department of Defense representative shall Chair the Commission. Because it is tasked to review properties for uses other than corrections, agency membership includes: the Departments of Defense, Justice, Health and Human Services, Housing and Urban Development, the General Services Administration, and the Office of National Drug Control Policy.
2. The Secretary of Defense established the Department of Defense (DoD) Bureau of Prisons Assistance Council to aid the Bureau of Prisons in obtaining sites on military properties that are affected by Public Law 100-526. The Secretary of the Army has been designated Chairman of this Council.

Communities interested in properties covered by Public Law 100-526 should direct all inquiries about the disposition of such surplus property to the Secretary of Defense. For this round of military realignments and closures the Secretary has been delegated the disposal authority of the Administrator of General Services. The Federal Property Management Regulations pertaining to disposals (See Appendix C) will be followed, however.

# FACILITY CONVERSION

## MODIFICATION

Many military installations and correctional facilities have similar characteristics. Both are equipped to house, sleep, feed, and furnish work activities for a large number of individuals. For these reasons closed military bases lend themselves to a variety of correctional uses, from local correctional facilities to Federal Prison Camps.

Broadly speaking, military and correctional facilities have common use characteristics:

### MILITARY

Barracks  
Mess Hall  
Administration  
Warehouses  
Public Works Area  
Heating Plant  
Recreational Facilities  
Training Classrooms

### CORRECTIONAL

Prison Sleeping Quarters  
Similar Use  
Similar Use  
Warehouses, Prison Industry Shops  
Facility Support Shop  
Similar Use  
Similar Use  
Similar Use

Because of these common characteristics, correction officials have almost a turn-key operation for minimum security facilities. They can readily adapt the installation to their needs at little cost. Some or all of the land and buildings can be acquired for this new use. The decision depends on the size of the former base and the specific correctional requirement.

Soon after the former military installation is acquired and the inmates housed, modifications readily occur. Use of the inmate labor force saves a considerable amount of money. The following examples demonstrate this fact: Charleston Air Force Radar Station, Maine; Duluth Air Force Base, Minnesota; and Kincheloe Air Force Base, Michigan.

### **Charleston Air Force Radar Station, Maine (See Photo 1)**

This installation was announced for closure in 1978. The State acquired it in 1980 under the Department of Education Public Benefit Discount Program. The inmates modified, painted the buildings, and built the security screens. Not until six years after acquiring the facility did the State



*Photo 1. Entrance to the  
Charleston Correctional  
Facility, Maine.*

make a major expenditure at Charleston in the form of a 6-cell segregation (seclusion or maximum security) unit. After nine years it has now built a 50-man dormitory.

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***Many military installations and correctional facilities have similar characteristics. They are equipped to house, sleep, feed, and furnish work activities for a large number of individuals...Soon after the installation is acquired and the inmates housed, changes readily occur.***

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#### **Duluth Air Force Base, Minnesota (See Photo 2)**

This installation was announced for closure in 1978 and closed in 1981. Various modifications of the buildings were made to conform to Federal correctional standards with an average institutional staff-to-inmate ratio of one-to-nine for a minimum security facility. Barracks that housed 100 airmen were converted to sleeping quarters for 200-300 inmates, in two-, three-, and four-man configurations. The mess halls and administration building were likewise converted and modified for specific uses. The biggest changes were found in the institution's industrial manufacturing areas. Here, former warehouse buildings were converted into manufacturing areas with production lines for steel food-serving trays, dog tag blanks, and systems design office partitions.

*Photo 2. Aerial view  
- Federal Prison Camp,  
Duluth, Minnesota.  
Duluth International  
Airport at top of  
photo.*



**Kincheloe Air Force Base, Michigan (See Photo 3)**

This installation was announced for closure in 1978. Among other modifications, the roadway system was changed because the systems required for military installations often differ greatly from the ones required for other uses. In fact, the roadway system at the former Kincheloe Air Force Base (AFB) has been redesigned for correctional needs. Usually, maintenance and upgrading of these system come under the control of the reuse activity. Where the entire facility has been acquired by State or local government the roadway system becomes their responsibility.



*Photo 3. Inmates train  
aside of the staff at the  
Kinross Correctional Fa-  
cility, Sault St. Marie,  
Michigan.*

## **UTILITIES**

Utility functions at the older military bases, such as the former Kincheloe AFB, have been upgraded to better serve the planned reuse. The former high temperature heat plants, with their ugly overhead heating pipes, have been replaced by individual gas-fired boilers. Other base utilities, such as electric and natural gas, either have been used in their former condition or upgraded after being acquired by the local utility company. At the Charleston, Maine correctional facility the central heating plant had its coal-fired heating furnaces modified to accommodate self-sufficient wood-burning and standby oil fuel.

## **PUBLIC RELATIONS**

Correctional facilities require a high level of local public relations which convinces the nearby community that operations are under control. If an inmate does escape, residents of the surrounding area will want assurance that they are safe. Usually the warden serves as the spokesperson for the facility.

Correctional facilities want to be good neighbors; therefore, every effort is made to reassure local residents of the positive nature of the institution in their community. For example, the correctional facilities at Big Spring, Texas (see below, Photo 4) and Charleston, Maine utilize local organizations to serve as the information pipeline and find them overwhelmingly useful. Many other institutions and their neighboring communities have established similar community groups. The information exchange through the efforts of these organizations has been high, thereby quelling damaging gossip and misconceptions.



*Photo 4. Aerial view of  
Federal Prison Camp, Big  
Spring, Texas.*

In addition, as part of the overall effort to enhance good community relations, special community tours or other events are arranged. The community, therefore, has an opportunity to view the activities of the facility first hand.

### **SECURITY**

The one basic change between the operation of a military installation and a correctional facility is the degree of access. Different levels of security will determine the type of access to the facility. On the other hand, the drop-in tourist situation does not really exist at these sites.

Most of the conversions discussed herein have minimum security. However there are some locations where correctional facilities have higher security levels.

Communities sometimes expect an increase in the workload of their local law enforcement agencies when correctional facilities are established. Hermantown, Minnesota had this expectation for the Federal Prison Camp at Duluth, but to its pleasant surprise it did not materialize. Their law enforcement work load has actually lessened in comparison with its activity level when the base was open.

### **WORK FORCE**

Staffing requirements for prison facilities are usually higher than those of the former military installation. In addition to the employees required to operate the physical plant, personnel are needed to control and supervise the total inmate population. The typical one-to-seven ratio of guards-to-inmates tends to force a rather high personnel requirement. This ratio will fluctuate with the degree of security required at a particular institution. State and local minimum security facilities would have a one-to-nine ratio, while a maximum security facility may have a one-to-one ratio.

### **FINANCIAL IMPACT**

On visiting the Federal Prison Camp in Duluth, Minnesota, one is quickly impressed with the smart, colorful, and neat appearance of the former Duluth Air Force Base. Correctional use was an early consideration. The property is located adjacent to the Duluth Municipal Airport and the small community of Hermantown, Minnesota. The community leaders of Hermantown recognized the potential for a Federal correctional facility and the accompanying jobs, salaries, and local procurement. And while it did not happen overnight, strong citizen support made the eventual use a reality.

Analysis indicates the attractive cost effectiveness of correctional uses of former military installations. The degree of the positive impact on a community in salaries and procurements will depend upon the type of facility in question, local, state or Federal. As can be seen in Table 1 the cost of housing and supervision of inmates on former installations averages about \$17,000 per inmate, as opposed to the high national cost of \$25,000. Approximately 3,100 new jobs have been created nationwide, and an average of \$131.3 million of salaries, procurements and other expenditures have been generated in the communities surveyed. From an economic standpoint, conversion to correctional facilities has resulted in these positive factors: cost savings, turnover of dollars, and creation of new jobs.

Local procurements by a correctional facility represent another economic plus to the community. An institution requires support in a variety of procurement areas, such as laundry service, hardware, plumbing, and paint needs; food purchases; and clerical services. In addition, the facility may buy natural gas, electricity, water, sewer, and fire services from the community. Also, arrangements may be made with an area or local hospital for inmate medical services. Visits by family and friends to a correctional facility can increase the financial impact on the community through purchases of transportation, lodging, meals, and gifts. For Federal facilities, the school-age children of the staff housed on the Federal property may attend local schools, thereby entitling the school districts to Federal school impact aid funds.

**Table 1**  
**CORRECTIONAL FACILITIES IMPACTS**  
**(As of September 1989)**

Location	Type of Facility			Employment	Rated Capacities	Current Budget		
	Federal	State	County			Salaries	Operations	TOTAL
<u>California</u>								
Boron Federal Prison Camp	x			126	326	3,412,300	2,793,800	6,206,100
Pleasanton Federal Correctional Institution	x			267	351	6,743,500	4,341,000	11,684,500
<u>Florida</u>								
Cross City Correctional Institution		x		355	1,155	7,866,640	2,805,972	10,672,612
<u>Idaho</u>								
North Idaho Correctional Facility		x		46	178	1,024,000	589,000	1,613,000
<u>Illinois</u>								
Hanna City Work Camp		x		100	200	2,500,000	1,000,000	3,500,000
<u>Maine</u>								
Charleston Correctional Facility		x		97	150	2,564,645	2,000,000	4,564,645
Dowd Correctional Facility		x		57	96	1,672,076	605,885	2,277,961
<u>Michigan</u>								
Camp Koehler		x		43	160	n/a*	n/a*	n/a*
Chippewa Regional Correctional Facility		x		222	700	n/a*	n/a*	20,000,000
Chippewa Temporary Correctional Facility		x		267	640	n/a*	n/a*	10,930,700
Hiawatha Temporary Correctional Facility		x		274	640	n/a*	n/a*	11,213,100
Kinross Correctional Facility		x		419	1,285	10,200,000**	4,980,000	15,180,000**

\* Data not available.    \*\* Data does not include fringe benefits.



Table 1

**CORRECTIONAL FACILITIES IMPACTS**  
**(As of September 1989)**  
**(continued)**

Location	Type of Facility			Employment	Rated Capacities	Current Budget		
	Federal	State	County			Salaries	Operations	TOTAL
<u>Minnesota</u>								
Duluth Federal Prison	x			129*	699	3,226,900	3,009,600	6,236,500
<u>Nebraska</u>								
Community Corrections Lincoln		x		27	151	645,031	438,427	1,083,458
<u>Lancaster Correctional Facility</u>			x	18	88	502,494	173,098	675,592
<u>North Carolina</u>								
Butner Federal Correctional Facility	x			286*	438	8,444,800	4,341,100	12,785,800
<u>South Carolina</u>								
Aiken Youth Correctional Center		x		98	310	1,440,288	641,435	2,081,723
<u>Texas</u>								
Big Spring Federal Prison Camp	x			171	827	4,738,500	2,483,700	7,222,200
<u>Washington</u>								
Naselle Youth Camp		x		80	100	2,150,425	1,228,404	3,378,829
<b>TOTALS:</b>	<b>5</b>	<b>13</b>	<b>1</b>	<b>3,082</b>	<b>8,494</b>	<b>\$57,131,599**</b>	<b>\$31,431,421**</b>	<b>\$131,306,720</b>

\* Includes Salaries & Expenses, Buildings & Facilities, and Factories & UNICOR at the end of 1989.

\*\* Totals do not add across. Not all the Michigan information includes fringe benefits, salaries and operations.

## **COSTS AND BENEFITS**

As of June 1989 the population of correctional facilities in the United States set a record--over 670,000 men and women were held in Federal and State institutions. According to FINANCIAL WORLD (April 18, 1989), this number is presently increasing at a rate of about 1,800 inmates per week. This sharp increase is due to a number of factors including tougher sentencing for drug related crimes. Most State facilities do not have the space for additional inmates.

Currently, a total of 37 states and the District of Columbia are under court order to alleviate overcrowded conditions at existing facilities. With Federal institutions at 164 percent and others at 150 percent capacity nationwide, there is obviously an increasing need for new facilities.

As a consequence of the burgeoning demand for more correctional facilities, Federal, State and local governments face rising costs for these facilities. The State of Michigan, for example, needs 20 new institutions at an estimated \$36 million each. Nationwide, the annual costs associated with housing, feeding, educating, supervising, and guarding inmates range from \$14,000 to \$30,000 per inmate. To control these costs, some locations have turned to privatization, a practice whereby States or local jurisdictions contract the housing of inmates with private concerns.

As already observed, using closed military installations as correctional facilities affords another opportunity to reduce costs. Federal, State and local law enforcement agencies have benefited greatly from this adaptive use. These installations vary in size and location, from a small, self-contained, remote Air Force radar station to a large Strategic Air Command installation.

The cost savings realized by establishing correctional facilities at a former military base can be significant. A good example is the 1977 closure of Kincheloe Air Force Base (AFB) at Sault Ste. Marie, Chippewa County, Michigan. The State has estimated that by spending \$3 million in rehabilitation costs to reuse the former AFB it saved \$30 million.

The Michigan State Department of Corrections Kinross Facility (former Kincheloe Air Force Base) was virtually a turn-key operation utilizing the existing buildings, such as

mess hall, barracks, commissary, administrative offices, and recreational facilities to meet the institutional requirements of a 1,285-inmate prison. Since that time three additional correctional institutions were built on the base adjacent to the original Kinross Facility. Table 2 shows the costs and benefits of the four correctional facilities now located at the former air base. All four State institutions bring to the community a total annual budget of \$61 million. The payroll is estimated at \$32 million for 1,200 employees. The newly created jobs more than offset the 737 on-base civilian jobs lost when the base was active. Moreover, the community receives \$5.3 million for procurement items such as utilities, higher education, health care, food, maintenance, and the like.

**TABLE 2**

**COSTS AND BENEFITS  
CORRECTIONAL FACILITIES AT KINCHELOE/SAULT STE. MARIE, MICHIGAN  
(September 1989)**

<u>ITEM</u>	<u>KINROSS</u>	<u>EACH NEW FACILITY</u> (three others)	<u>TOTAL</u> (all four)
	(In Millions)		
Annual Appropriation	\$19.1*	\$14.0	\$61.1
Payroll	\$10.2	\$7.1	\$31.5
Number of Employees	419	254	1,187
Purchases in Community:	(In Thousands)		
Utilities	\$ 350	\$ 245	\$1,085
Higher Education	230	161	713
Health Care	420	294	1,302
Food	300	210	930
Maintenance	250	175	775
Miscellaneous	150	105	465
Total	\$1,700	\$1,190	\$5,270

\*Amount includes fringe benefits.

SOURCE: Kincheloe Economic Development Corporation, Sault Ste. Marie, Michigan.

## COMMUNITY PERSPECTIVES - THEN AND NOW

Research for this community guidance manual revealed a common thread. Initially, most of the former Defense communities reluctantly accepted correctional institutions as reuse prospects. Their reasons ranged from fearing a maximum security facility because of the type of inmate held there to a medium and minimum security facility because of the lower level of security. They also had concerns about accommodating the families visiting the inmates and fear of escapes. Further, they worried about increased costs associated with more police protection.

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*[This manual] informs citizens and officials at all levels of government about this reuse option; it is intended to help communities make stronger, more effective and balanced reuse decisions for former military properties.*

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Community reluctance to accept correctional institutions may be rooted in Hollywood's depiction of prisons as dangerous, both within and without, as in "Public Enemy" and "Angels With Dirty Faces." Our case studies, on the contrary, reveal that communities have accepted and supported correctional facilities. Of the 19 institutions surveyed, 12 had community support, six had no comment and one community remains leery about the presence of the facility. They want a fence put around the site.

In time, many communities endorse correctional facilities when they recognize the economic benefits that accompany them. The following are supported by close communications between the institutions and communities, thereby creating good public relations and mutual understanding (See Photo 5):

- ☐ job creation to replace the ones lost as a result of the closed military installation;
- ☐ community projects performed by the inmates at no cost to the community, e.g., forestry, roadwork, and renovation of public buildings; and
- ☐ expenditures returned to the community in procurement dollars.



*Photo 5.  
Warden Gary  
Gasele, (stand-  
ing) meets with  
community offi-  
cials at the  
Federal Prison  
Camp, Duluth,  
Minnesota*

Beyond what is demonstrated in the case studies, it has been learned that correctional facilities can enhance and stimulate business. They provide economic diversification, thereby becoming money-makers for a community. These facilities can be financed and managed in a number of ways:

- ☐ private developers have built these facilities where there is not an immediate need;
- ☐ communities have accepted inmates from overcrowded facilities, thereby creating new jobs;
- ☐ communities and the developers have benefited financially through public/private ventures; and in some cases,
- ☐ communities have contracted with private corporations to manage their correctional facilities.

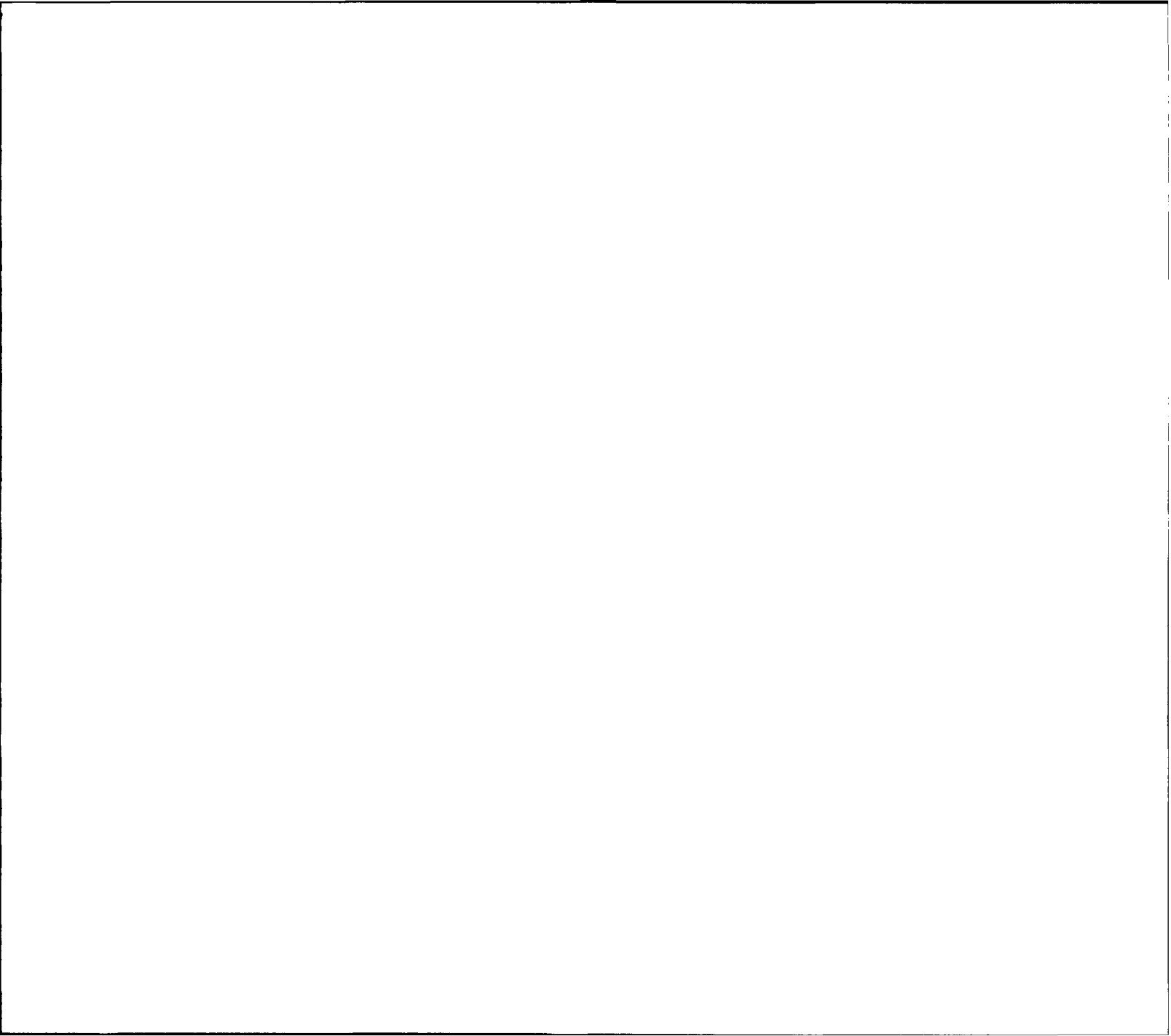
Consequently, jobs have been created, tax dollars have increased and the sending community has solved its overcrowding problems and lack of building space.

Besides the strictly economic reasons there are other community benefits. For instance, inmates assigned to the minimum security institution at the Vienna Correctional Center, Illinois are assigned to similar and less secure facilities after demonstrating their ability to adjust. All inmates are required

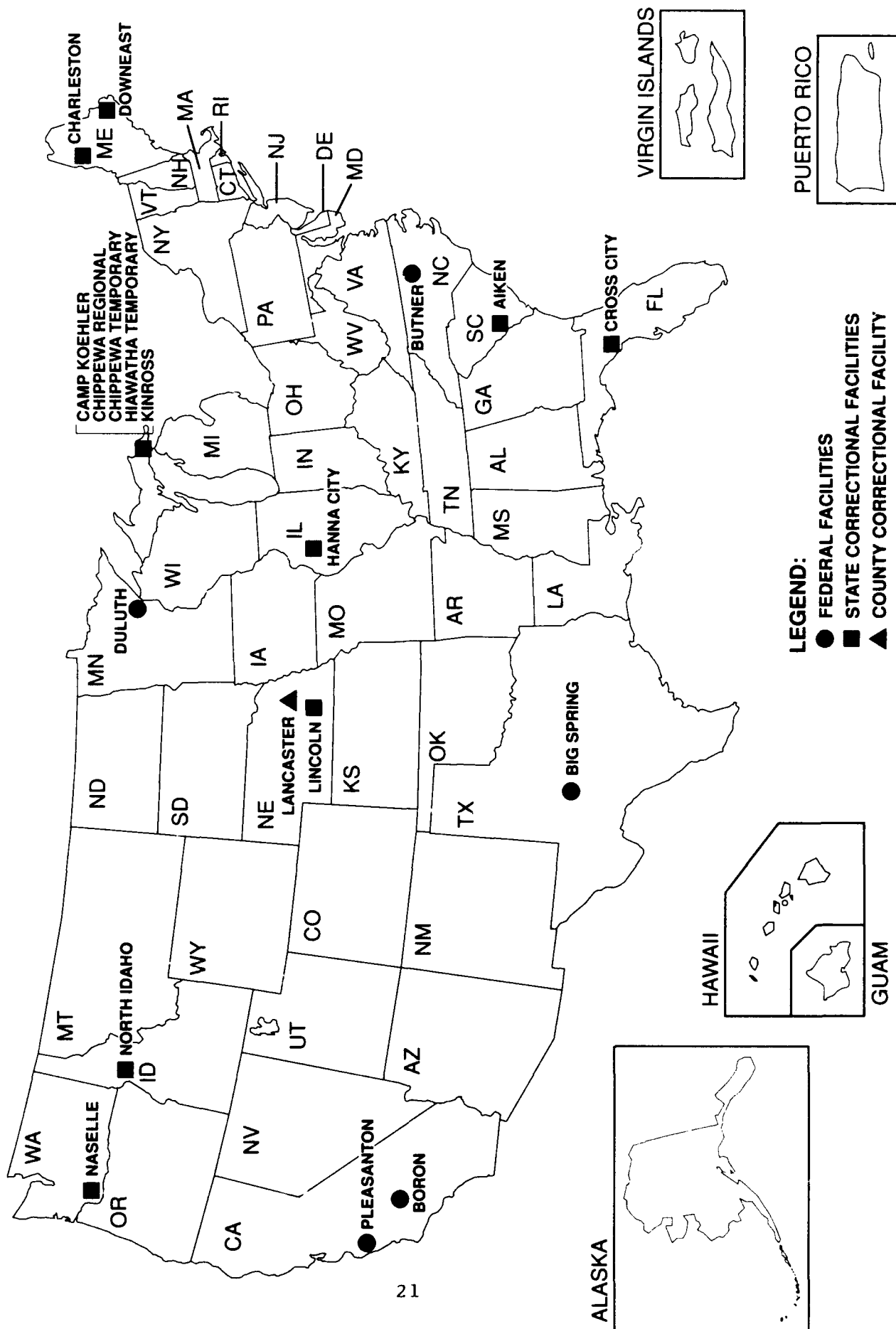
*Photo 6. Warden Jeff Merrill (third from right) meets with community officials at the Charleston Correctional Facility, Maine.*



to study and work at jobs in the facility; moreover, these jobs are transferable to positions anywhere in the country. The inmates can earn a college degree or learn a trade. More importantly, the community strongly supports the inmate training program because of the direct benefits they receive. For example, the institution's Emergency Medical Technician training program uses inmates and has satisfied a profound need for ambulance service in the area. The nearest hospital is 22 miles away. In Vienna, the Emergency Medical Program's greatest benefit may be something the community cannot express as a statistic -- "a change in peoples' hearts." (PARADE MAGAZINE, July 8, 1989)



# CORRECTIONAL FACILITIES ON FORMER MILITARY INSTALLATIONS





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**All information as of September 1989**

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# **FEDERAL CORRECTIONAL INSTITUTION BUTNER, NORTH CAROLINA**

**(FORMER BUTNER ARMY TRAINING BASE, NORTH CAROLINA)**

**Opened:** 1976.

**Security Level:** Administrative.

**Location:** Butner, Granville County, North Carolina.

**Judicial District:** Eastern District, North Carolina.

**Rated Capacity:** 438.

**Staff Complement:** 286.

**Type of Offender:** The average inmate: 36 years old and serving a ten-year sentence. They come from the southeast and range in age from 19 to 70. The general population of inmates is serving varied and complex sentences; mental health program inmates are treated separately. In addition, the Forensic Service evaluates inmates referred from court for a variety of studies.

**Housing:** Two separate housing areas: five units housing the general population; and three units housing the mental health program inmates. In addition, the institution has a 24-man Seclusion Unit.

**Education:** Adult basic education, vocational training, secondary education, and post-secondary education. Adult basic education and GED preparation courses have the highest priority.

**Vocational Training:** Vocational courses are offered in optical mechanics, heating and air conditioning, building and trades, and computer programming.

**Medical/Psychological Services:** Patient care is provided by area hospitals, other Bureau of Prisons facilities, and U.S. Public Health Service Physicians.

**Religious Services:** Full-time Protestant and Catholic Chaplains, and contract religious staff include a Rabbi, Islamic Imam, Hispanic Priest, Episcopal Minister, and a Jehovah's Witnesses Elder.

**Recreation:** Recreational activities are provided in the gymnasium, recreation room, hobby craft area, recreation yard, and weight lifting area.

**Community Organization (Then and Now):** The community did not have a reuse committee or industrial park organization and there is not one now.

**Community Reaction (Then and Now):** Community reacted neither positively nor negatively to the closing of the military installation; reaction to the correctional facility was supported and continues to remain so.

<b>Dollar Impact:</b>	Current Budget	<u>\$12,785,800</u>
	Salaries	8,444,800
	Operations	4,341,100
	(including procurement)	

**Point of Contact:**

J.T. Hadden, Warden  
Federal Correctional  
Institution  
Butner, North Carolina 27509  
(919) 575-4541

Lehman Brinkley  
Town Manager  
John Umstead Hospital  
12th Street  
Butner, North Carolina 27509  
(919) 575-7201

# **FEDERAL CORRECTIONAL INSTITUTION PLEASANTON, DUBLIN, CALIFORNIA**

**(FORMERLY PART OF CAMP PARKS ARMY RESERVE CENTER)**

**Opened:** 1974.

**Security Level:** Administrative.

**Location:** Dublin, California.

**Judicial District:** Northern District of California.

**Rated Capacity:** 351 inmates.

**Staff Complement:** 267 employees.

**Type of Offender:** Men and women from northern and western California who have been convicted for drug related (40 percent), armed robbery (17 percent) and other (43 percent) crimes.

**Housing:** Six housing units; double-bunked rooms.

**Education:** Adult basic education, GED, English as a second language, and advanced courses contracted with Columbia College.

**Vocational Training:** Business education.

**Medical/Psychological Services:** Three full-time physicians supported by Hospital Administrator, Physician Assistants and contract physicians.

**Religious Services:** Two full-time Chaplains supplemented by contract clergy.

**Recreation:** Basketball, tennis, softball, handball, and running track.

**Community Organization (Then and Now):** No community organization formed.

**Community Reaction (Then and Now):** The facility was welcomed by the community by providing additional Federal jobs to replace the 45 full-time Army personnel assigned to Camps Parks.

**Dollar Impact:**      Current Budget    \$11,084,500  
                         Salaries                6,743,500  
                         Operations            4,341,000  
                         (including procurement)

**Point of Contact:**

Loy Hayes  
Warden  
Federal Correctional Institution  
5701 8th Street  
Pleasanton, Dublin, California 94568

# **FEDERAL PRISON CAMP BIG SPRING, TEXAS**

**(PART OF THE FORMER WEBB AIR FORCE BASE)**

**Opened:** 1979.

**Security Level:** Medium.

**Location:** Big Spring, Howard County, Texas.

**Judicial District:** Northern District of Texas.

**Rated Capacity:** 827.

**Staff Complement:** 126.

**Type of Offender:** Average age 38, comprised of 85.9 percent white, 13.7 percent black, and 0.5 percent other. Non-violent with no escapes.

**Housing:** Three-to-four man rooms with open dormitory upon admission.

**Education:** Adult basic education, GED, law, leisure library services and post-secondary college courses. Services provided by four full-time contract staff.

**Vocational Training:** Petroleum technology, landscaping, cable fabrication, building trades and commercial housekeeping.

**Medical/Psychological Services:** Physician, dentist, hospital administrator, medical records technician, and prison administrator's staff ambulatory unit. One full-time psychologist.

**Religious Services:** Chaplain coordinates Catholic, Jewish, Protestant, and Islamic services. Worship supplemented by scripture studies, seminars, and individual counseling.

**Recreation:** Four full-time and three contract recreational staff supervise intramural and individual sports, tournaments, weight lifting, arts and crafts, and movies.

**Community Organization (Then and Now):** The citizens of Big Spring were concerned about the economic impact of the closing of Webb AFB; therefore, they became actively involved with securing the Federal Prison Camp.

**Community Reaction (Then and Now):** The city, as well as surrounding communities, were hard hit with the closure of Webb. The support for the Federal Prison Camp was and remains extremely strong.

**Dollar Impact:**

Current Budget	<u>\$7,222,200</u>
Salaries	4,738,500
Operations	2,483,700
(including procurement)	

**Point of Contact:**

Mike Fitzpatrick  
Warden  
Federal Prison Camp  
1900 Simlar Avenue  
Big Spring, Texas  
79720  
(915) 263-8304

Maxwell Green  
Mayor  
P.O. Box 3190  
Big Spring, Texas  
79720  
(915) 263-8311

Hal Boyd, City Mgr.  
Chamber of Commerce  
Industrial Park  
Organization  
P.O. Box 3190  
Big Spring, Texas  
79720  
(915) 263-8311

# **FEDERAL PRISON CAMP BORON, CALIFORNIA**

**(FORMER BORON AIR FORCE STATION)**

**Opened:** 1974.

**Security Level:** Minimum.

**Location:** 12 miles northeast of Boron, California in San Bernardino County; 15 miles from the main gate of Edwards Air Force Base.

**Judicial District:** Central District of California.

**Rated Capacity:** 326.

**Staff Complement:** 126.

**Type of Offender:** Non-violent convicted offender with no escape history.

**Housing:** Dormitory setting, four men per room.

**Education:** Adult basic education for inmates testing under 8th grade level. GED, post-secondary education, through contract with local community college.

**Vocational Training:** Electronics.

**Medical/Psychological Services:** Medical doctor, dentist, hospital administrator, and physician's assistants provide outpatient care. Psychiatrists and psychologists on contract.

**Religious Services:** One Chaplain coordinates services for Jehovah's Witnesses, Catholics, Latter Day Saints, Islam, and Judaism.

**Recreation:** Intramural softball, basketball and volleyball; weight lifting, billiards, and a structured Wellness Unit Program. Ceramic and leather hobbycraft. Swimming pool used for recreation and water reservoir for fire protection.



**Community Organization (Then and Now):** No formal organization because the loss of jobs from the station was readily absorbed at Edwards Air Force Base; therefore, the community placed low priority on base reuse. Civic organizations had input and continue to influence Camp programs.

**Community Reaction (Then and Now):** Very positive initial economic impact and continuous active relationship with the City of Boron.

**Dollar Impact:**

Current Budget	<u>\$6,206,100</u>
Salaries	3,412,300
Operations	2,793,800
(including procurement)	

**Point of Contact:**

Larry F. Taylor  
Federal Prison Camp  
P.O. Box 500  
Boron, California 93516  
(619) 762-6161, Ext. 306

Darrell Ogden  
Boron Chamber of Commerce  
26962 Twenty Mule Team Road  
Boron, California 93516

# **FEDERAL PRISON CAMP DULUTH, MINNESOTA**

**(PART OF THE FORMER DULUTH AIR FORCE BASE)**

**Opened:** 1983.

**Security Level:** Minimum.

**Location:** Seven miles north of downtown Duluth, off Highway 53.

**Judicial District:** Minnesota.

**Rated Capacity:** 699.

**Staff Complement:** 129.

**Type of Offender:** Inmates are primarily from the North Central states. Duluth operates as an industrial work camp; all inmates are employable.

**Housing:** Five dormitories.

**Education:** Adult basic education, adult secondary education, and post-secondary education.

**Vocational Training:** Computer Video Terminals.

**Medical/Psychological Services:** Medical services are on a contractual basis and provide for 16-hour routine care and 24-hour emergency medical and dental care. A staff psychologist is available and operates the Chemical Abuse Program.

**Religious Services:** Religious services are coordinated by a full-time staff member. Contract ministers and volunteers from the Duluth community provide religious services on a regular basis.

**Recreation:** A wide range of recreational activities is available.

**Community Organization (Then and Now):** There was a Joint Duluth-Hermantown Air Base Reuse Committee, but it no longer exists.

**Community Reaction (Then and Now):** The economy was depressed when the facility opened, so it was welcomed. The facility continues to be accepted by the community and maintains good public relations.

**Dollar Impact:**

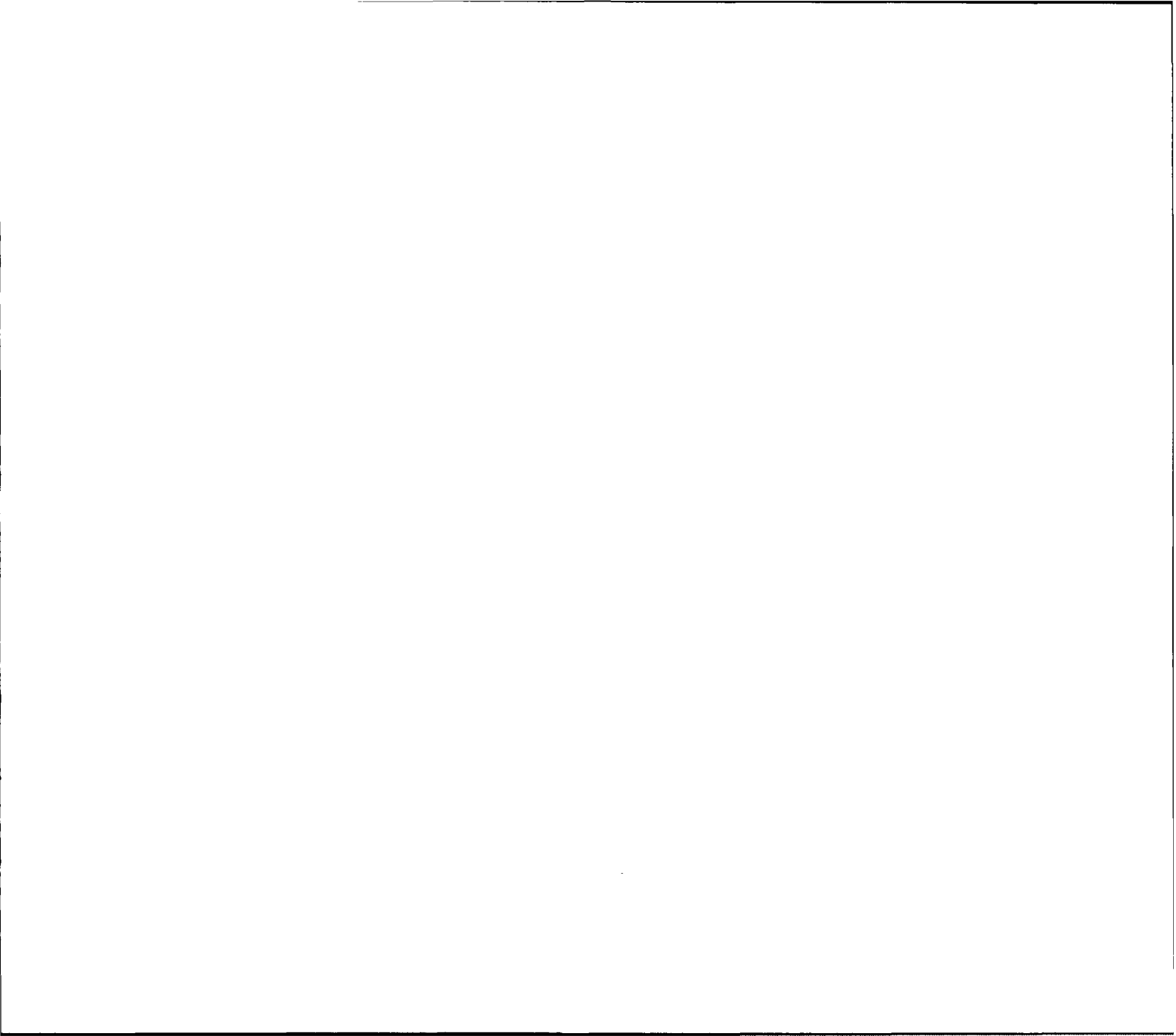
Current Budget	<u>\$6,236,500</u>
Salaries	3,226,900
Operations	3,009,600
(including procurement)	

**Point of Contact:**

Gary Gasele  
Superintendent  
Federal Prison Camp  
Duluth, MN 55814  
(218) 722-8634

Duluth Chamber  
of Commerce  
325 Harbor Drive  
Duluth, MN 55802  
(218) 722-5501

Hermantown Chamber  
of Commerce  
3161 Maple Grove Rd.  
Hermantown, MN 55811  
(218) 728-6331



# **AIKEN YOUTH CORRECTIONAL CENTER AIKEN, SOUTH CAROLINA**

**(FORMER AIKEN AIR FORCE STATION)**

**Opened:** 1975.

**Security Level:** Minimum.

**Location:** Six miles from Aiken, South Carolina, County Seat of Aiken County; 18 miles northeast of Augusta, Georgia on U.S. Highway 1; approximately five miles from Interstate 20 which connects Columbia, South Carolina with Atlanta.

**Judicial District:** 2nd Judicial District.

**Rated Capacity:** 310.

**Staff Complement:** 98.

**Type of Offender:** State Correctional Facility for Youthful Offenders and Straight Timers. Average age, 24. Comprised of 56.6 percent black and 43.4 percent white non-violent offenders.

**Housing:** Open Dormitory.

**Education:** Adult Basic Education, GED, special education, library services.

**Vocational Training:** Auto mechanics, brick masonry, and welding.

**Inmate Employment:** Inmates are utilized in maintaining the general up-keep of the Center in areas of cafeteria, maintenance, etc., and the State, county, and city roads.

**Medical/Psychological Services:** Three full-time registered nurses, a part-time physician, and other services are made available as needed.

**Religious Services:** Chaplain coordinates Catholic, Jewish, Protestant, and Islamic services. Worship is supplemented by scripture studies and individual counseling.

**Recreation:** One full-time Recreation Coordinator supervises intramural and individual sports, tournaments, weight lifting, arts and crafts, and movies.

**Community Organization (Then and Now):** Aiken Youth Correction Center has a favorable response from the community now.

**Community Reaction (Then and Now):** Originally, there was some opposition to having the prison so close to town; however, the City Council felt that a correctional facility provided the best reuse for the station. They led the effort to calm local fears through a series of public hearings and information meetings.

**Dollar Impact:**

Current Budget	<u>\$2,081,732.82</u>
Salaries	1,440,288.00
Operations	641,434.82
(including procurement)	

**Point of Contact:**

Roland Windham  
Aiken City Manager  
Aiken, South Carolina 29802  
(803) 649-6441

George Hagen, Warden  
Aiken Youth Correctional Center  
Aiken, South Carolina 29801  
(803) 648-2326

# **CAMP KOEHLER SAULT STE. MARIE, MICHIGAN**

**(PART OF THE FORMER KINCHELOE AIR FORCE BASE)**

**Opened:** 1989.

**Security Level:** Minimum.

**Location:** 20 miles south of the Canadian border in Michigan's Upper Peninsula.

**Judicial District:** State of Michigan (offenders cannot be from the Upper Peninsula).

**Rated Capacity:** 160.

**Staff Complement:** 43.

**Type of Offender:** No capital offenders, or sexual offenders, must be parole eligible. 21 years and older male offender's. Model prisoner.

**Housing:** Pole barn building, with its own dining and housing units.

**Education:** Work experience; public work crews established to do janitorial, lawn work, garbage removal, painting, and light maintenance.

**Vocational Training:** (see above).

**Inmate Employment:** Eleven work crews.

**Medical/Psychological Services:** The camp uses health care facilities at its neighboring institution, Kinross Correctional Facility.

**Religious Services:** Religious services are coordinated within the camp by the camp's own Chaplain.

**Recreation:** Basketball, weights, pool, fugy ball, checkers, jogging, varsity ball, and horseshoes are available.

**Community Organization (Then and Now):** No comments received.

**Community Reaction (Then and Now):** No comments received.

**Dollar Impact:** Current Budget not available at this time.

**Point of Contact:**

William Laubernds  
Former Director, Chippewa County EDC  
RR 1, Box 19  
Brimley, Michigan 49715  
(906) 248-5397

Gary Pelky, Warden  
Camp Koehler  
Kincheloe, Michigan 49788  
(906) 495-2209



# CHARLESTON CORRECTIONAL FACILITY CHARLESTON, MAINE

(FORMER CHARLESTON AIR FORCE STATION)

**Opened:** 1980.

**Security Level:** Minimum.

**Location:** In Penobscot County on Route 15, approximately 28 miles north of Bangor, Maine.

**Judicial District:** State of Maine.

**Rated Capacity:** 150.

**Staff Complement:** 68 now (29 more when new dormitory is completed).

**Type of Offender:** Average age, early 20's and non-violent with no recent escapes as an adult.

**Housing:** Wood frame, dormitory style. Mostly two and three man rooms and a few single rooms.

**Education:** Adult basic education, GED, law, leisure library supervised by three full-time staff.

**Vocational Training:** Wood harvesting, welding, sawyer, and building trades.

**Inmate Employment:** None at this time.

**Medical/Psychological Services:** Contractual R.N. coverage, one full-time and one part-time. Psychologist five hours per week. Contract with local hospital and medical center for physician and 24-hour coverage.

**Religious Services:** Contractual Chaplain for Sunday services, plus one night a week for family counseling.

**Recreation:** VCR movies on weekends, weight lifting, softball, volleyball, horseshoes, pool, foozeball, supervised by Security Staff.

**Community Organization (Then and Now):** Under the guidance of the Office of Economic Adjustment, the Charleston Economic Adjustment Committee and the Charleston and Dover-Foxcroft Selectmen began addressing economic recovery when the Station closed in 1978. Now the facility director and his staff maintains formal and informal communications with the community through an advisory committee to foil troublesome rumors before they begin. The advisory committee also serves as a resource of information for improving relations with the community.

**Community Reaction (Then and Now):** Initially the community did not want the correctional facility but the State needed a minimum correctional facility. The method of property conveyance, the Department of Education Public Benefit Discount Program influenced the reuse decision. At this time, Maine and Michigan were the only States who had strong education programs in their correctional facilities. Consequently, Charleston qualified for the Federal Government Program. The State then acquired a fully constructed correctional facility and the community were supplied free labor for its public projects.

<b>Dollar Impact:</b>	Current Budget	<u>\$3,352,238</u>
	Salaries	2,564,645
	Operations	2,000,000

including procurement)

**Point of Contact:**

Jeffrey Merrill, Director  
Charleston Correctional Facility  
Charleston, Maine 04422  
(207) 285-3307

# **CHIPPEWA REGIONAL CORRECTIONAL FACILITY SAULT STE. MARIE, MICHIGAN**

**(PART OF THE FORMER KINCHELOE AIR FORCE BASE)**

**Opened:** 1989.

**Security Level:** Medium, minimum, & close.

**Location:** 20 miles South of the Canadian Border in Michigan's Upper Peninsula.

**Judicial District:** State of Michigan.

**Rated Capacity:** 700.

**Staff Complement:** 222.

**Type of Offender:** 21 years and older male offender.

**Housing:** Three medium security housing units (120 beds/unit); two close custody housing units (96 beds/unit); a separate minimum security housing unit (60 beds/unit) with its own dining hall.

**Education:** Special education, adult basic education, GED completion, and college programming through Lake Superior State University.

**Vocational Training:** Will be available but not confirmed.

**Medical/Psychological Services:** On-site medical and dental care. One psychologist on-site. Serious medical treatment is available at local hospital in Sault Ste. Marie, Michigan.

**Religious Services:** Religious activities are coordinated through the institution's Chaplain.

**Recreation:** Basketball, softball, racquetball, outside running area.

**Community Organization:** No comments received.

**Community Reaction:** No comments received.

**Dollar Impact:**      Current Budget      \$20,000,000  
                         Salaries                      n/a  
                         Operations                  n/a  
                         (including procurement)

**Point of Contact:**

William Laubernds  
Former Director  
Chippewa County EDC  
RR 1, Box 19  
Brimley, Michigan 49715  
(906) 248-5397

David Haskell, Warden  
Chippewa Regional  
Correctional Facility  
Kincheloe, Michigan 49788  
(906) 495-2230

# **CHIPPEWA TEMPORARY CORRECTIONAL FACILITY SAULT STE. MARIE, MICHIGAN**

**(PART OF THE FORMER KINCHELOE AIR FORCE BASE)**

**Opened:** 1988.

**Security Level:** Medium.

**Location:** 20 miles south of the Canadian Border, in Michigan's Upper Peninsula.

**Judicial District:** State of Michigan.

**Rated Capacity:** 640.

**Staff Complement:** 267.

**Type of Offender:** 21 years and older male.

**Housing:** Eight separate housing units contained in four pole buildings (metal sided structures). Currently, each unit temporarily houses 120 prisoners.

**Education:** Special education, adult basic education, GED completion, and college programming through Lake Superior State University.

**Vocational Training:** Institutional maintenance, and food services.

**Medical/Psychological Services:** On-site medical and dental care. One psychologist on-site. Serious medical treatment is available at local hospital in Sault Ste. Marie.

**Religious Services:** Religious activities are coordinated through the institution's Chaplain.

**Recreation:** Basketball, softball, weight room, horseshoes, outside running area.

**Community Organization:** No comments received.

**Community Reaction:** No comments received.

**Dollar Impact:**      Current Budget      \$10,930,700  
                         Salaries                              n/a  
                         Operations                              n/a  
                         (including procurement)

**Point of Contact:**

William Laubernds  
Former Director  
Chippewa County EDC  
RR 1, Box 19  
Brimley, Michigan      49715  
(906) 248-5397

David Haskell, Warden  
Chippewa Temporary Correctional  
Facility  
Kincheloe, Michigan      49788  
(906) 495-5674

# **COMMUNITY CORRECTIONS LINCOLN LINCOLN, NEBRASKA**

**(PART OF THE FORMER LINCOLN AIR FORCE BASE)**

**Opened:** 1977.

**Security Level:** Community Custody.

**Location:** Lincoln, Lancaster County, Nebraska. Located eight miles northwest of Lincoln.

**Judicial District:** District of Nebraska.

**Rated Capacity:** 151.

**Staff Complement:** 27.

**Type of Offender:** Average age 33, comprised of 63 percent white, 29 percent black, four percent native American, three percent Hispanic and one percent other.

**Housing:** One-, two-, and four-person rooms.

**Education:** GED, leisure library, University of Nebraska and Southeast Community College.

**Vocational Training:** Southeast Community College offers courses in motorcycle repair, building trades and welding.

**Inmate Employment:** Inmates assigned to detail crews, 40 inmates are on work or educational release.

**Medical/Psychological Services:** All medical services provided by Lincoln Correctional Center located five miles away.

**Religious Services:** None at the Center, inmates are allowed to attend services in Lincoln.

**Recreation:** No recreational staff. Inmates are allowed to use the airpark recreation center located six blocks away.

**Community Organization (Then and Now):** No comments received.

**Community Reaction (Then and Now):** No comments received.

**Dollar Impact:**      Current Budget    \$1,083,458  
                         Salaries                    645,031  
                         Operations.                438,427  
                         (including procurement)

**Point of Contact:**

Dave Avery  
Superintendent  
Community Corrections Lincoln  
Lincoln, Nebraska  
(402) 471-0741



# **CROSS CITY CORRECTIONAL INSTITUTION CROSS CITY, FLORIDA**

**(FORMER CROSS CITY AIR FORCE STATION)**

**Opened:** 1973.

**Security Level:** Minimum medium and close.

**Location:** One half mile from Cross City, Florida, County Seat of Dixie County, on the Gulf of Mexico at the eastern end of Florida's panhandle.

**Judicial District:** Third.

**Rated Capacity:** Design capacity 797 -maximum capacity 1,155.

**Staff Complement:** 355.

**Type of Offender:** Adult male.

**Housing:** Two-man cells, 190; remaining are multiple occupancy; Main Unit, 875; Work Camp, 280.

**Education:** GED, adult basic education, literacy.

**Vocational Training:** Electrical wiring; air conditioning and heating; cabinet making; plumbing; paint, body, and auto mechanics; and ornamental horticulture.

**Inmate Employment:** Prison Rehabilitative Industries & Diversified Industries, Inc. (P.R.I.D.E.). Type of work includes book binding and decals sold to the government, schools, law enforcement agencies, and non-profit organizations.

**Medical/Psychological Services:** Physician, Dentist, Hospital Administrator, Medical Records Specialist, one Psychologist, two Psychological Specialists, one Rehabilitation Therapist.

**Religious Services:** One full-time Chaplain, Non-Denominational.

**Recreation:** One full-time recreation therapy manager, two full-time recreation officers who supervise intramural and individual sports, hobby craft and art.

**Community Organization (Then and Now):** The State took the lead in finding a reuse for the station after the City investigated other reuses.

**Community Reaction (Then and Now):** No comments received.

<b>Dollar Impact:</b>	Current Budget	<u>\$10,672,612</u>
	Salaries	7,866,640
	Operations	2,805,972
	(including procurement)	

**Point of Contact:**

Randall R. Music  
Superintendent  
Cross City Correctional Institution  
Cross City, Florida 32628  
(904) 498-5576

# **DOWNEAST CORRECTIONAL FACILITY BUCKS HARBOR, MAINE**

**(FORMER BUCKS HARBOR AIR FORCE STATION)**

**Opened:** 1985.

**Security Level:** Medium.

**Location:** Bucks Harbor, Washington County, Machiasport, Maine. The easternmost correctional facility in the U.S., located off State Road Route 92, twenty miles from the Canadian Border.

**Judicial District:** State of Maine.

**Rated Capacity:** 96.

**Staff Complement:** 57.

**Type of Offender:** 56 percent sex offenders, average age 33; 96 percent white with four percent American Indian.

**Housing:** A one-story and a two-story dormitory with two and three men to a room; and 27 staff housing units, 26 three-bedroom houses and one four-bedroom house.

**Education:** Adult basic education, GED, leisure library services, limited legal library.

**Vocational Training:** Vocational Trades: electrical, welding, and building trades with certified vocational instructors; training in fire fighting.

**Inmate Employment:** None at this time.

**Medical/Psychological Services:** Contract Physician, Nurses and Psychologist Services for sex offenders.

**Religious Services:** Contract Chaplain to conduct services and Bible studies.

**Recreation:** Weight lifting, correctional officers supervise intramural sports.

**Community Organization (Then and Now):** The proponents of the facility met with the Town Selectman and a citizens' advisory committee. Town meetings were held quarterly and now biannually. The committee continues to advise on local ideas and reactions rather than on how to run the facility.

**Community Reaction (Then and Now):** Initially, the community did not want the facility. However, it was well-received when community fears of escapes were overcome. The installation had been closed for some time; community relations are now very good; and, it has become a positive economic impact on the community. Inmates work on public buildings, vehicles, and perform all kinds of community-related jobs and have four fully qualified fire-fighting crews.

<b>Dollar Impact:</b>	Current Budget	<u>\$2,277,961</u>
	Salaries	1,672,076
	Operations	605,885
	(including procurement)	

**Point of Contact:**

Mark Caton, Director  
Downeast Correctional Facility  
HCR70 Box 428  
Bucks Harbor, Maine 04618  
(207) 255-4554/4623

# **HANNA CITY WORK CAMP HANNA CITY, ILLINOIS**

**(FORMER HANNA CITY AIR FORCE STATION)**

**Opened:** 1969 as the Illinois Youth Center and in 1983, converted to an Adult Work Camp as a satellite of the Logan Correctional Center, Lincoln, Illinois.

**Security Level:** Minimum.

**Location:** Two miles west from Hanna City, Illinois in Peoria County, 10 miles west of Peoria and 120 from Chicago.

**Judicial District:** Central District of Illinois.

**Rated Capacity:** 200.

**Staff Complement:** 100.

**Type of Offender:** Adult Male Felons.

**Housing:** Two 2-story dormitories (former barracks); one 1-story dormitory; nine units of single family housing.

**Education:** Adult Basic Education, GED and Cooperative Work Training.

**Vocational Training:** Industrial Maintenance and Horticulture.

**Medical/Psychological Services:** Full-time Nurse; Physician one day/week; two full-time counselors.

**Religious Services:** Chaplain visits twice/week.

**Recreation:** Two full-time staff supervise a full range of activities.

**Community Organization (Then and Now):** The Hanna City Village Board has supported and still supports the State's involvement in the facility.

**Community Reaction (Then and Now):** Positive reaction has increased as public service projects are performed for many of the small local governmental units.

**Dollar Impact:**

Current Budget	<u>\$3,500,000</u>
Salaries	2,500,000
Operations	1,000,000
(including procurement)	

**Point of Contact:**

Stephen L. McEvers, Warden  
Logan Correctional Center  
R.R. #3, Box 1000  
Lincoln, IL 62656  
(217) 735-5581

# **HIAWATHA TEMPORARY CORRECTIONAL FACILITY KINCHELOE, MICHIGAN**

**(PART OF THE FORMER KINCHELOE AIR FORCE BASE)**

**Opened:** 1989.

**Security Level:** Medium.

**Location:** 20 miles South of the Canadian Border, in Michigan's Upper Peninsula.

**Judicial District:** State of Michigan.

**Rated Capacity:** 640.

**Staff Complement:** 274.

**Type of Offender:** 21 years and older male offender.

**Housing:** Eight separate housing units contained in four pole buildings (metal sided structures). Currently, each unit temporarily houses 120 prisoners.

**Education:** Special education, adult basic education, GED completion, and college programming through Lake Superior State University.

**Vocational Training:** Custodial maintenance, and office machines.

**Inmate Employment:** Inmates are assigned as laundry, food service and yard maintenance workers, porters, clerks, library aides, tutors, plumbers, electricians, carpenters, photographers, store clerks, and barbers.

**Medical/Psychological Services:** On-site medical and dental care. One psychologist on-site. Serious medical treatment is available at local hospital in Sault Ste. Marie, Michigan.

**Religious Services:** Religious activities are coordinated through the institution's Chaplain.

**Recreation:** Basketball, softball, weight room, horseshoes, outside running area.

**Community Organization (Then and Now):** No comments received.

**Community Reaction (Then and Now):** No comments received.

<b>Dollar Impact:</b>	Current Budget	<u>\$11,213,100</u>
	Salaries	n/a
	Operations	n/a
	(including procurement)	

**Point of Contact:**

William Laubernds  
Former Director  
Chippewa County EDC  
RR 1, Box 19  
Brimley, Michigan 49715  
(906) 248-5397

Terry Pitcher, Warden  
Hiawatha Temporary Correctional  
Facility  
Kincheloe, Michigan 49786-0001  
(906) 495-5661



# **KINROSS CORRECTIONAL FACILITY SAULT STE. MARIE, MICHIGAN**

**(PART OF THE FORMER KINCHELOE AIR FORCE BASE)**

**Opened:** 1978.

**Security Level:** Medium.

**Location:** 20 miles South of the Canadian Border in Michigan's Upper Peninsula.

**Judicial District:** Eastern Upper Peninsula, Michigan.

**Rated Capacity:** 1,285.

**Staff Complement:** 419.

**Type of Offender:** Medium security for males over 21 years old. Ratio 48 percent white, 52 percent non-white. None identified as homosexual or homosexual predator.

**Housing:** Largest fenced area (113 enclosed acres) in Michigan and the only one with three-man rooms. It is basically unchanged from the days of the Air Force with three- to four-man rooms including a bed, desk, chair, and wall locker for each man. Dormitory housing was created in the gymnasium, bowling alley, and warehouse with single and double bunks in varying size partitions.

**Education:** Remedial GED preparation, college programs through Lake Superior University (limited to Associate Degree Program), one principal, 10 teachers.

**Vocational Training:** Auto mechanics, body repair, building trades, welding. Apprenticeship programs are available in electrical work, plumbing, and carpentry. State of Michigan Auto Mechanic Certification is available.

**Inmate Employment:** Inmates are employed at skilled and unskilled jobs, including 75 at the sewing factory (the Michigan State Industries); prison maintenance; e.g., grounds maintenance, and administration; clerks and typists; electricians and plumbers.

**Medical/Psychological Services:** Full medical and dental services: physician, dentist, health care professionals in nursing, physician's assistant, records, three staff psychologists for diagnostic assessment, group and individual psychotherapy as well as crisis intervention.

**Religious Services:** A full-time Chaplain coordinates Catholic, Jewish, Protestant, and Islamic services; also offered, are Bible studies, Sunday school, and individual counseling. A weekend is coordinated with outside volunteers (KAIROS group) for a periodic religious retreat.

**Recreation:** Softball, basketball, handball, tennis, horseshoes, track and field, weight lifting, running, cross country skiing, movies, and various musical programs.

**Community Organization (Then and Now):** The community felt the severe economic impact when the Air Force Base closed and the need for local employment was desperate. Few opposed the facility itself but there was some degree of apprehension regarding the inmate population.

**Community Reaction (Then and Now):** Reaction has been favorable. The normal hesitance concerning the inmates has been overcome by the obvious security of the facility and the communication provided by hiring local employees. The community has been supportive of this facility and three more have recently been established in close proximity.

**Dollar Impact:**

Current Budget	<u>\$15,180,000*</u>
Salaries	10,200,000*
Operations	4,980,000
(including procurement)	

\*Does not include fringe benefits.

**Point of Contact:**

William Laubernds  
Former Director  
Chippewa County EDC  
RR 1, Box 19  
Brimley, Michigan 49715  
(906) 495-5397

Robert E. LeCureux, Warden  
Kinross Correctional Facility  
Sault Ste. Marie, Michigan 49788  
(906) 495-5674

# **NASELLE YOUTH CAMP NASELLE, WASHINGTON**

**(FORMER NASELLE AIR FORCE STATION)**

**Opened:** 1969.

**Security Level:** Medium.

**Location:** Near Naselle, Washington in Pacific County, along the Pacific Ocean in the southwest corner of Washington, about 100 miles northwest of Portland, Oregon and 20 miles north of Astoria, Oregon.

**Judicial District:** Accepts offenders from Washington State.

**Rated Capacity:** 100.

**Staff Complement:** 80.

**Type of Offender:** State juvenile rehabilitation, mostly property offenders. Violent offenders sent elsewhere.

**Housing:** 27 apartment units for staff and four lodges with approximately 25 rooms per lodge.

**Education:** High school education and GED Diplomas from local school districts. A school has been built on the premises. Local school district provides teachers.

**Vocational Training:** Forest fire fighting, camp maintenance, kitchen work, commissary helper, workshop classes.

**Medical/Psychological Services:** Monday-Friday, on-site State nurse, contracted nurse practitioner, dentist and dental hygienist. Mental health services available to the camp in the local area.

**Religious Services:** Contracted Protestant Chaplain.

**Recreation:** A full service gym on premises. Weight room, basketball, pickleball. Have taken students fishing. Use a field for football and baseball.

**Community Organization (Then and Now):** The State sought facilities which could be converted; new facilities could not be constructed fast enough to meet the demand. The people of Naselle decided to accept the State's proposal to acquire the former radar station.

**Community Reaction (Then and Now):** Community has grown more leery of the type of students located at Naselle. Would prefer a fence around the facility. Due to high unemployment in the area the community would prefer more jobs at the Camp. A proposal to switch to adult corrections would eliminate many jobs.

<b>Dollar Impact:</b>	Current Budget	<u>\$3,378,829</u>
	Salaries	2,150,425
	Operations	1,228,404
	(including procurement)	

**Point of Contact:**

Robin Cummings, Superintendent  
Naselle Youth Camp  
HCR 78 Box 200  
Naselle, Washington 98638  
(206) 484-3223

# **NORTH IDAHO CORRECTIONAL FACILITY COTTONWOOD, IDAHO**

**(FORMER COTTONWOOD AIR FORCE STATION)**

**Opened:** 1974.

**Security Level:** Minimum.

**Location:** Five miles from Cottonwood, Idaho in Idaho County, in the Clearwater Mountains approximately 60 miles southeast of Lewiston in the Idaho panhandle.

**Judicial District:** 2nd Judicial District.

**Rated Capacity:** 178.

**Staff Complement:** 46.

**Type of Offender:** Unsophisticated offender under evaluation for courts to determine propensity to complete probation. Average age is 29 with the mode in the 20-24 range. Comprised of 79 percent white, 14 percent Hispanic, one percent black and one percent Asian.

**Housing:** Two dormitories with two-four/room. One other two-story dormitory has been remodeled and is open housing accommodating 31 inmates per floor.

**Education:** Refresher, remedial, adult basic education, and Adult High School Equivalency and high school diplomas.

**Vocational Training:** JTPA, pre-release, family dynamics, preemployment training.

**Inmate Employment:** Long-term inmates are employed as the fire crew, in the institution kitchen, and by the Department of Lands, Departments of Transportation, and the Interior, & Ferdinand Highway District.

**Medical/Psychological Services:** One full-time psychologist with a contract psychiatrist available for referrals. A part-time physician's assistant, full-time RN and LPN/Correctional Medical Specialist on-site with a contract physician on-site two hours per week.

**Religious Services:** A part-time Chaplain who conducts Protestant chapel and Bible studies, and coordinates Catholic, Jehovah's Witnesses, and Protestant services, seminars and individual counseling.

**Recreation:** Correctional staff supervised intramural softball, basketball, volleyball, weights, pool, and tournament activities.

**Community Organization (Then and Now):** No concerted community activities for the base reuse were identified.

**Community Reaction (Then and Now):** Surrounding communities have actively solicited a prison site. The business community is very supportive. Support for the facility is improving as staff are involved in positive community support services and inmates visibly assist the community.

**Dollar Impact:**

Current Budget	<u>\$1,613,000</u>
Salaries	1,024,000
Operations	\$ 589,000
(incl.procurement)	

**Point of Contact:**

Joseph Stegner, Manager  
Stegner Grain & Seed Co.  
Grangeville, Idaho 82530  
(208) 983-0540

Ron McKinsey, Warden  
North Idaho Correctional  
Institution  
Route 3, Box 175  
Cottonwood, Idaho 83522  
(208) 962-3276



# **LANCASTER CORRECTIONAL FACILITY LINCOLN, NEBRASKA**

**(FORMER LINCOLN AIR FORCE BASE)**

**Opened:** 1981.

**Security Level:** Minimum.

**Location:** Lincoln, Lancaster County, Nebraska. Located eight miles northwest of downtown Lincoln.

**Judicial District:** Lancaster County, 3rd Judicial District of Nebraska.

**Rated Capacity:** 88.

**Staff Complement:** 18.

**Type of Offender:** Sentenced detainees: 90 percent male, 10 percent female; all classified as sentenced minimum security (non-violent). Also, provides housing for all court ordered release detainees.

**Housing:** N/A.

**Education:** GED, law, leisure library service, GED services provided by local community college personnel.

**Vocational Training:** Some training available in the general construction trades through work details and community work projects supervised by staff Construction Coordinator.

**Medical/Psychological Services:** Physician (on-call), three registered nurses, and two counselors. Medical and counseling staff provide services for the entire Department which includes a maximum security facility with a rated capacity of 130.

**Religious Services:** Lincoln Council of Churches and Prison Fellowship Services coordinate non-denominational services and Bible Studies.

**Recreation:** Facilities provide outdoor basketball court, softball diamond, horseshoe pits, weight lifting equipment, pool and ping/pong tables, arts and crafts, and movies. Recreational activities are indirectly supervised by Corrections Staff.



**Community Organization (Then and Now):** The community was relieved that an existing building could be renovated. It provided additional housing which reduced overcrowding at the maximum security facility. This need was satisfied at a much lower cost than new construction costs and provided revenue to the airport authority.

**Community Reaction (Then and Now):** The community strongly supports this facility as it provides a minimum security environment for the inmates sentenced.

**Dollar Impact:**

Current Budget	<u>\$675,592*</u>
Salaries	502,494
Operations	173,098
(incl.procurement)	

**Point of Contact:**

Sally Chandler	Leo Shearer	James Payne
Halford	County Commissioner	LCF Superintendent
Corrections Director	555 So. 10th Street	4420 N.W. 41st Street
555 So. 10th Street	Lincoln, NE 68508	Lincoln, NE 68524
Lincoln, NE 68508		
(404) 471-7171		

\* Budget does not include support services in administration, such as clerical counseling, etc.

# APPENDIX

## **Federal Surplus Real Property Transfer Program**

**Purpose:** In an effort to enhance correctional facility capacity and its accompanying conditions, Congress has passed legislation to make Federal surplus real property available, AT NO COST, to state and local units of government for programs or projects that provide for the care or rehabilitation of criminal offenders. The program may be utilized to acquire land and buildings for secure institutions, and for facilities supporting community-based correctional programs.

**Authority:** Federal Property and Administrative Services Act of 1949 (U.S.C. 484) as amended by the Comprehensive Crime Control Act of 1984, Chapter VII -- Surplus Federal Property Amendments, Pub. L. 98-473, 98 Stat. 1837 (October 12, 1984), Title II.

**Through:** The U.S. Department of Justice is working with the General Services Administration to make Federal surplus real property available. The Bureau of Justice Assistance of the Office of Justice Programs has been delegated authority by the Attorney General, to approve a state or local government's program or project for the care or rehabilitation of criminal offenders which proposes to use Federal surplus real property. The Administrator of the General Services Administration has the authority to transfer or convey to States and political subdivisions, SURPLUS real or related personal property determined by the Attorney General to be required for correctional facility use under a corrections program approved by the Attorney General.

**How You Are Notified:** The Office of Justice Programs, Bureau of Justice Assistance, notifies appropriate State criminal justice agencies designated to administer the Justice Assistance Act Block Grant Program, state departments of corrections, and counties/cities of available Federal property as they become available through GSA. GSA notifies the Governor's Offices and the State Single Point of Contact.

(continued)

Grandfather    The Act also provides for the reimbursement of funds  
Clause:        paid for property purchased for correctional  
                 purposes pursuant to an agreement entered into  
                 between March 1, 1982 and October 12, 1984.

For specific information,    Louise Lucas  
please contact:                U.S. Department of Justice  
                                  Bureau of Justice Assistance  
                                  633 Indiana Avenue, N.W.  
                                  Washington, D.C. 20531  
                                  (202) 724-8374

8/88

# **1988 BASE CLOSURE LIST**

## **PUBLIC LAW, 100-526**

### ARMY

Fort Dix, New Jersey  
Fort Douglas, Utah  
Cameron Station, Virginia  
Presidio of San Francisco, California  
Coosa River Annex, Alabama  
Fort Wingate Ammunition Storage Depot, New Mexico  
Lexington Bluegrass Army Depot, Kentucky  
Pontiac Storage Facility, Michigan  
Alabama Ammunition Plant, Alabama  
New Orleans Military Ocean Terminal, Louisiana  
Fort Sheridan, Illinois  
Army Material Technology Laboratory, Massachusetts  
Indiana Army Ammunition Plant, Indiana  
Hamilton Army Airfield, California  
Jefferson Proving Ground, Indiana  
Nike Philadelphia 41/43, New Jersey  
Nike Kansas City 30, Missouri  
Cape St. George, Florida  
Kapalama Military Reservation Phase III, HI  
Umatilla Army Depot, Oregon  
Tacony Warehouse, Pennsylvania  
Pueblo Army Depot, Colorado  
Fort Meade, Maryland  
Fort Holabird, Maryland  
Nike Site, Aberdeen Proving Ground, Maryland  
Fort Des Moines, Iowa

### NAVY

Naval Station (Brooklyn), New York  
Naval Station Puget Sound (Everett), WA  
Naval Hospital Philadelphia, PA

### AIR FORCE

Chanute Air Force Base, Illinois  
George Air Force Base, California  
Mather Air Force Base, California  
Norton Air Force Base, California  
Pease Air Force Base, New Hampshire

(continued)

# **1988 BASE CLOSURE LIST**

## **PUBLIC LAW, 100-526**

(Continued)

### MISCELLANEOUS PROPERTIES

Defense Mapping Agency, Virginia  
Bennett Army National Guard Facility, Colorado  
U.S. Army Reserve Center, Maryland  
Salton Sea Test Base, California  
Naval Reserve Center (Coconut Grove), Florida

# **Federal Property Management Regulations**

## **41 CFR Ch. 101 (7-1-88 Edition)**

101-47.308-9 Property for correctional facility use.

(a) Under section 203(p)(1) of the Act, the head of the disposal agency or designee may, in his/her discretion, convey, without monetary consideration, to any State, or to those governmental bodies named therein, or to any political subdivision or instrumentality thereof, surplus real and related personal property for correctional facility use, provided the Attorney General has determined that the property is required for correctional facility use and has approved an appropriate program or project for the care or rehabilitation of criminal offenders.

(b) The disposal agency shall provide prompt notification to the Office of Justice Programs, (OJP), Department of Justice (DOJ) of the availability of surplus properties. Included in the notification to OJP will be a copy of the holding agency's Standard Form 118, Report of Excess Real Property, with accompanying schedules.

(c) With respect to real property and related personal property which may be made available for disposal under section 203(p) (1) of the Act for correctional facility purposes, OJP shall convey notices of availability of properties to the appropriate State and local public agencies. Such notice shall state that any planning for correctional facility use involved in the development of a comprehensive and coordinated plan of use and procurement for the property must be coordinated and approved by the OJP and that an application form for such use of the property and instructions for the preparation and submission of an application may be obtained from OJP. The requirement for correctional facility use of the property by an eligible public agency will be contingent upon the disposal agency's approval under paragraph (g) of this section of a determination by DOJ that identifies surplus property required for correctional facility use under an appropriate program or project for the care or rehabilitation of criminal offenders.

(d) OJP shall notify the disposal agency within 20 calendar days after the date of the notice of determination of surplus if there is an eligible applicant interested in acquiring the property. Whenever OJP has notified the disposal agency within the said 20 calendar-day period of a potential correctional facility requirement for the property, OJP shall submit to the disposal agency within 25 calendar days after the expiration of the 20 calendar days after the expiration of the 20 calendar-day period, a determination indicating a requirement for the property and approving an appropriate program or

project for the care or rehabilitation of criminal offenders, or shall inform the disposal agency, within the 25 calendar-day period, that the property will not be required for correctional facility use.

(e) Any determination submitted to the disposal agency by DOJ shall set forth complete information concerning the correctional facility use, including:

(1) Identification of the property,

(2) Certification that the property is required for correctional facility use,

(3) A copy of the approved application which defines the proposed plan of use, and

(4) The environmental impact of the proposed correctional facility.

(f) Both holding and disposal agencies shall cooperate to the fullest extent possible with Federal and State agency representatives in their inspection of such property and in furnishing information relating thereto.

(g) If, after considering other uses for the property, the disposal agency approves the determination by DOJ, it shall convey the property to the appropriate grantee. If the determination is disapproved, or in the absence of a determination from DOJ submitted pursuant to 101-47.308-9(d), and received within the 25 calendar-day time limit specified therein, the disposal agency shall proceed with other disposal action. The disposal agency shall notify OJP 10 days prior to any announcement of a determination to either approve or disapprove an application for correctional purposes and shall furnish to OJP a copy of the conveyance documents.

(h) The deed of conveyance of any surplus real property transferred under the provisions of section 203(p)(1) of the Act shall provide that all such property be used and maintained for the purpose for which it was conveyed in perpetuity and that in the event such property ceases to be used or maintained for such purpose during such period, all or any portion of such property shall in its then existing condition, at the option of the United States, revert to the United States and may contain such additional terms, reservations, restrictions, and conditions as may be determined by the Administrator of General Services to be necessary to safeguard the interest of the United States.

(i) The Administrator of General Services has the responsibility for enforcing compliance with the terms and conditions of disposals; the reformation, correction, or amendment of any disposal instrument; the granting of releases; and any action necessary for recapturing such property in accordance with the provisions of section 203(p)(3) of the Act.

(j) The OJP will notify GSA upon discovery of any information indicating a change in use and, upon request, make a redetermination of continued appropriateness of the use of a transferred property.



(k) In each case of repossession under a reversion of title by reason of noncompliance with the terms of the conveyance documents, GSA will assume custody of and accountability for the property. However, the grantee shall be required to provide protection and maintenance for the property until such time as the title reverts to the Federal Government, including the period of any notice of intent to revert. Such protection and maintenance shall, at a minimum, conform to the standards prescribed in 101-47.4913.

[52 FR 9832, Mar. 27, 1987]